



## **CHRISTOPHER W. MOORE**

---

**Christopher Moore, Ph.D., Partner**, has worked in the field of decision making and conflict management for over thirty years and is an internationally recognized mediator, facilitator, dispute systems designer, trainer, and author in the field of conflict management. His major area of specialization is the resolution of water disputes. Moore has consulted in over thirty countries in Africa, Asia, the Caribbean, Western and Eastern Europe, the Middle East, Latin America, North America and the Pacific Region.

Dr. Moore has focused on facilitating or mediating multiparty political, public, environmental, organizational, labor management and ethnic issues, where building or preserving effective working relationships is critical for reaching and implementing agreements. He has assisted parties to successfully address and resolve contentious issues over new policy development and negotiated rule making; water development allocation and use; water facility operations and re-licensing; growth management and land use; mining practices and permits; protection of threatened and endangered animal species and habitat; air quality standards; new industry rules and standards; and organizational restructuring.

Dr. Moore earned his Ph.D. in Political Sociology and Development in 1983, at Rutgers University, in New Brunswick, New Jersey. In his graduate work, Dr. Moore focused on dispute resolution techniques applicable to public policy, environmental and organizational disputes. His dissertation topic was "A General Theory of Mediation".

### **SELECTED U.S. WATER AND PUBLIC POLICY EXPERIENCE**

#### ***Transboundary and Inter-jurisdictional Water Conflicts, Compacts and Agreements***

**State of Colorado Interbasin Compact Committee** – Successfully facilitated with Diane Tate, a CDR Program Manager, the development of a legislatively mandated charter for a statewide Committee charged with providing a forum to develop and disseminate information, create a positive environment for a statewide perspective, and develop a vision for statewide water negotiations. The Committee will guide the process of negotiating interbasin compacts and other agreements by providing a framework that creates incentives for successful deliberations, agreements, and their implementation. The Interbasin Compact Committee has 28 members representing all basins in the state. The Committee is supported in its efforts by nine multistakeholder Basin Roundtables.

**Green Mountain Reservoir Operations Mediation, Colorado. (U.S. Bureau of Reclamation, U.S. Department of Justice, State of Colorado, Northern Colorado River Water**

CDR Associates

100 Arapahoe Avenue - Suite 12 - Boulder, CO 80302 - Ph: 303.442.7367 - Fx: 303.442.7442 - <http://www.mediate.org>  
Mediation - Environmental/Public Policy Issues - Workplace Conflicts - Custom Dispute Resolution Systems - Training

**Conservation District, Colorado River Water Conservancy District, Cities of Denver, Colorado Springs and Englewood and Grand Valley Irrigation Company).** Conducted a situation assessment and successfully mediated multiparty interjurisdictional negotiations between Front Range, Western Slope and U.S. parties to settle litigation related to the operation of Green Mountain Reservoir when and if it is under operational constraints, and the development and allocation of water to meet diverse parties' water needs under times of shortages.

**Missouri River Spring Rise Facilitation – Multiparty Facilitation on Endangered Species Recovery Measures for the Pallid Sturgeon.** Convened and facilitated a plenary group composed of 55 stakeholder representatives, and multiple technical committees with 75 members that were charged by the U.S. Army Corps of Engineers (COE) and the U.S. Fish and Wildlife Service (USFWS) to develop recommendations to the COE for a Spring Rise on the Missouri River as one contribution to the recovery of the pallid sturgeon, and endangered species. Parties included representatives of five Federal agencies, eight states, twenty-seven Indian tribes, interior drainage associations, the agricultural community, environmental organizations, power companies, municipalities, recreationists, and navigation interests. The COE utilized the results of the deliberations to make decisions regarding a 2006 Spring Rise, and to revise its Annual Operating Plan for the Missouri River. The facilitation was convened under the auspices of the U.S. Institute for Environmental Conflict Resolution.

**Settlement Negotiations in Kansas v. Nebraska and Colorado, No. 126 Original (Republican River Compact Negotiations) - (States of Colorado, Kansas and Nebraska and the U.S.)** The above are signatories to the Republican River Compact, an interstate water compact apportioning the waters of the Republican River. In 1998 Kansas sued Nebraska in the U.S. Supreme Court over alleged violations of the Compact. The Supreme Court subsequently appointed a Special Master to oversee the case. Moore and an associate from CDR Associates were hired in December 2001 to assist the states through mediation of initial settlement discussions, and were asked by the parties to continue working with them in April 2002. On December 16, 2002, the parties reached a successful mediated settlement that was forwarded to the U.S. Supreme Court for approval. The Court approved the agreement in 2003.

**State of Nebraska, The Governor's Water Policy Task Force.** Successfully facilitated an 18-month, statewide policy dialogue to review current legislation on surface and groundwater management, and explore options for water transfers, leasing and banking to improve the management, and use of the state's natural resources. The conflict involved interjurisdictional disputes between the State Department of Natural Resources charged with the management of surface water, and multiple Natural Resource Districts mandated to manage ground water. The task force was composed of 49 representatives from irrigation, agriculture, power, recreation interests, state agencies; and Senators from the State's Natural Resource Committee. Outcomes of the Task Force's work included proposals, recommendations and, draft legislation. Proposals were submitted to the State Legislature in the spring of 2004 and were approved in full with requested appropriations.

**State of Nebraska, Republican River Groundwater Management Negotiations.** Mediated between the three Republican River Natural Resource Districts and the State Department of Natural Resources on the development of a mutually acceptable plan for the reduction of groundwater pumping so that the State can comply with the Republican River Compact involving the States of Colorado, Kansas and Nebraska.

**Platte River Cooperative Agreement - Interstate and Interagency Settlement Negotiations concerning Implementation of the Cooperative Agreement on the Platte River.** Mediated successful settlement of disputes concerning regime of the river issues and the provision and allocation of water between the three states for habitat protection for four endangered species on the Platte River. Parties include: the States of Colorado, Nebraska, and Wyoming, US Bureau of Reclamation, US Fish and Wildlife Service, and local irrigators and power generators.

### ***Water Basin Studies and Planning***

**Collegiate Range Project, Colorado.** Facilitated a situation assessment concerning the City of Aurora's plan to build a major water project on the Western Slope of the Rocky Mountains. In the assessment, CDR identified key parties, issues, and interests, clarified barriers to a negotiated settlement, and proposed a means to begin cooperative exchange of data and to proceed toward facilitated problem solving. CDR Associates then worked with the cities of Aurora, Gunnison, and Crested Butte, the Gunnison County Commissioners, county planning staff, environmental organizations, and citizens' groups to design and develop a process for collaborative decision making.

### ***Water Supply and Quality***

**Sacramento Valley Water Management Agreement.** Mediated an agreement between Northern and Southern California water interests to collaboratively develop water in the northern part of the state to meet basin and sub-basin needs and shortfalls, satisfy the State's Water Quality Control Plan, meet water export interests for Southern California, and enhance environmental benefits.

**Pennsylvania Department of Environmental Protection—Acid Mine Drainage Abatement Plan Mediation, Pennsylvania.** Mediated a series of meetings between staff of the Pennsylvania Department of Environmental Protection, a private contractor, and the members of the Houtzdale Municipal Water Authority to develop a mutually acceptable abatement plan to address acid mine drainage from a coal mine that was adversely affecting a municipal water supply. To date, the parties have reached a provisional agreement that has been circulated to concerned groups for consideration and formal approval.

## ***Water and Endangered Species Issues***

**Missouri River Spring Rise Facilitation – Multiparty Facilitation on Endangered Species Recovery Measures for the Pallid Sturgeon.** (See description above under Inter-jurisdictional Compacts and Agreements.)

**Platte River Cooperative Agreement - Interstate and Interagency Settlement Negotiations concerning Implementation of the Cooperative Agreement on the Platte River. Platte River Cooperative Agreement.** (See description above under Inter-jurisdictional Compacts and Agreements.)

**Klamath River Basin Mediation, Federal District Court of Oregon.** During the winter and spring of 2001, the Klamath Basin experienced a severe drought. Its water resources are over-appropriated. Based on biological opinions of the U.S. Fish and Wildlife Service and the National Marine Fisheries Service under the Endangered Species Act, the Bureau of Reclamation decided that only limited amounts of irrigation water from Upper Klamath Lake could be delivered to Klamath Project irrigators in Oregon and California during 2001. A group of Project irrigators subsequently filed a request for injunctive relief. In denying their request, the federal judge encouraged the parties to enter a negotiation process to address Klamath Basin issues in a comprehensive manner. A mediation process was then convened under the supervision of the federal court. A CDR Associates team conducted a situation assessment for the federal district court and a widely representative group of mediation parties and prepared a report of its findings and recommendations. The CDR team also assisted the court in conducting mediation sessions. The mediation effort was suspended when Project irrigators dismissed their lawsuit, which had served as the vehicle for mediation.

**Carmel River Endangered Species Recovery Plan, California.** Mediated components of a habitat recovery plan for steelhead trout between the National Marine Fisheries Service and the California-American Water Company. Issues involve groundwater storage, pumping, dam removal, development of off-stream water storage, fish passage, stream flows, and habitat recovery.

## ***Water Development, Management and Operations of Facilities***

**U.S. Department of the Navy, Camp Pendleton Marine Base. U.S. Department of Justice, U.S. Bureau of Reclamation, Camp Pendleton, and Fallbrook Public Utility District, California.** Conducted a situation assessment for the parties and their lawyers outlining issues to be addressed and proposed settlement process to address a thirty-year lawsuit over water rights, allocation and cost sharing for a water facility on the Santa Margarita River in California. Consulted with parties on procedures to develop a joint facility that would settle the law suit. Parties are moving ahead to implement Moore's suggestions.

**American River Water Contract and Environmental Impact Statement Negotiations, U.S. Bureau of Reclamation, the City and County of Sacramento, California, and East Bay Municipal Utility District.** Conducted a situation assessment of a deeply entrenched water and environmental protection conflict dispute in Northern California that helped bring concerned parties to the negotiating table. Subsequently, Moore designed and facilitated six months of multiparty meetings concerning the development of a Supplemental Environmental Impact Statement on use of American River water, protection of the environment, preservation of recreational amenities, and meeting municipal water needs in the San Francisco Bay area. The success of the meetings enabled key political decision-makers at local and national levels to reach a final agreement, and resolve decades-long water conflicts in California's Central Valley and Bay Delta.

***Water Operations – Projects, Dams and Facilities and Environmental Relicensing Issues***

**Niagara Power Project, Niagara Falls, NY.** Facilitated a nine-month process for issue scoping and research design for the re-licensing of the Niagara Power Project. The New York Power Authority (NYPA) is using an intensive public involvement process, Alternative Licensing Procedure (ALP), to develop a license application that has broad stakeholder support. The ALP process is designed to gather a wide range of input from stakeholders, including environmental, socio-economic, cultural, historical, and tribal issues connected to the operation of the Niagara Power Project. CDR designed and facilitated bimonthly stakeholder meetings, attended by 100-150 stakeholders and helped them develop comprehensive consensus agreements on all issues during the scoping stage.

**Madison River Dams and Reservoirs, Montana.** Mediated a series of meetings to discuss thermal impacts on fisheries and recreation that resulted in the development of a consensus plan for relicensing of dams and reservoirs that was submitted to the Federal Energy Regulatory Commission (FERC). Meetings included dialogue regarding acceptable models for researching thermal impacts, mitigation plans, and cost allocation. Parties to the discussions included Montana Power, Montana Department of Natural Resources and Conservation, Montana Department of Fish, Wildlife & Parks, U.S. Fish & Wildlife Service, and various citizens' groups. Agreements were reached on a consensus recommendation to FERC. This initiative won a national award from the National Hydropower Association for collaborative planning.

**Metropolitan Water Roundtable, Colorado.** Facilitated representatives of over 20 diverse urban and rural parties to address issues of water development for the Denver metropolitan area, and to consider whether the controversial Two Forks Dam and Reservoir should be constructed. Moore helped facilitate meetings of the Conservation Task Group, which ultimately developed a process to introduce and implement water metering to the Denver metro area.

**Salida Power plant, Public Service Company of Colorado, U.S. Forest Service, the State of Colorado Division of Wildlife and Trout Unlimited, Salida, Colorado.** Mediated the

settlement of an eight-year dispute over the re-licensing of two hydropower plants and the development of sustainable fisheries in a stretch of the Arkansas River. Parties included the U.S. Forest Service, Colorado Division of Wildlife, U.S. Fish & Wildlife Service, Public Service Company of Colorado, and Trout Unlimited. The mediation was part of the Federal Energy Regulatory Commission re-licensing process.

**U.S. Army Corps of Engineers - Operation of Truman Dam and Reservoir, Missouri.**

Mediated a settlement that ended a 15-year battle over environmental and economic issues involving the operation of a flood control and hydro-generation dam, and protection of downstream environmental and recreational interests. The mediation involved the Army Corps of Engineers, two utility companies, environmental advocacy groups, and two state agencies.

**City of Denver, Denver Water Board, Citizen Advisory Committee.** Co-facilitated a public input process regarding the proposed Two Forks Dam Reservoir. Small group problem solving was used to collect and refine concerns and proposals for the mitigation of negative impacts. Recommendations were made by the problem-solving group to the Citizens' Advisory Committee and the Denver Water Board.

***Coastal Zone Management – Bays and Estuaries***

**Texas Water Development Board, Texas Parks and Wildlife Department and Texas Environmental Quality Commission.** Conducted a situation assessment on the feasibility of convening a stakeholder group to provide input and make recommendations concerning an update of the state's Galveston Bay and Estuary Studies. The studies model freshwater inflows from the Trinity and San Jacinto Rivers into Galveston Bay. Inflows are considered to be important for the ecological health and economic viability of the bay as a major source of sport and commercial fish and shellfish. Conducted this project as part of a team from the Center for Public Policy Dispute Resolution of the University of Texas.

***Water Crisis Management***

**Crisis Management Project, U.S. Bureau of Reclamation.** Designed and conducted a number of workshops and interventions to prepare leaders of this agency to handle potential crises. Focus of the workshops have been on dam, reservoir and canal safety; managing drought related shortages; conflicts over water allocation between diverse users; and Tribal Trust and Endangered Species Act requirements. Workshops involve understanding crises, development of crisis management teams, designing crisis management plans, and working with the media and law enforcement agencies.

***Water Contract Negotiations***

**U.S. Bureau of Reclamation.** Designed and conducted a series of four multi-day seminars on Effective Water Contract Negotiations for contract negotiators from this federal agency. The program was designed to improve capacities in collaborative decision-making and interest-

based negotiations, and promote greater cooperation between the agency and the publics it serves.

**Central Valley Project, Financial Affairs Committee (FAC), California.** Custom-designed and conducted a four-day seminar on Effective Water Negotiations for members of this multi-stakeholder finance committee. The program was designed to improve capacities in collaborative decision-making and interest-based negotiations, and promote greater cooperation between the agency and diverse publics from the irrigation, utility and public interest sectors.

### ***Water Organizations***

**Water Environment Federation.** Facilitated a series of meetings for this environmental professional organization's Restructuring Committee, to restructure its organizational decision-making systems, board, and committees to include broader international membership and shift the organization from a North American to an international focus.

## ***OTHER ENVIRONMENTAL AND PUBLIC POLICY EXPERIENCE***

### ***Air Issues***

**Ozone Reduction Stakeholder Group Regulatory Negotiation, Pittsburgh, Pennsylvania.** Supervised convening and mediation of a one-year regulatory negotiation among 28 stakeholder representatives, including industry, citizens, elected officials, city, county and state representatives, environmental groups, and Federal agency representatives. Co-mediated with another CDR staff member on particularly difficult issues. The group successfully developed consensus recommendations to reduce ozone in the Pittsburgh non-attainment area. These recommendations were forwarded to the State's Department of Environmental Protection.

**Ozone Reduction Stakeholder Groups, State of Pennsylvania.** Supervised convening and facilitation of two stakeholder groups in south-central and eastern Pennsylvania. Both groups made consensus recommendations to the Department of Environmental Protection on strategies for complying with standards for ground-level ozone under the Federal Clean Air Act.

**Great Waters Program Strategy Development, U.S. Environmental Protection Agency, Office of Air Quality Planning and Standards.** Conducted a situation assessment to determine feasibility of convening a participatory public consultation process to provide input into the formulation of a strategy for the EPA's Great Waters Program. The Program is charged with developing a strategy to assess the atmospheric deposition of air pollutants to designated water bodies and recommend regulatory revisions as necessary.

**Regional Air Quality Control District, Denver, Colorado.** Served as the process design coordinator and facilitator for an organizational retreat of this Council, established by the Governor of Colorado and composed of representatives from municipalities, counties,

industry and public interest groups, to resolve differences and to address air quality issues in the Denver Metropolitan area.

**U.S. Environmental Protection Agency, Emissions Trading and Air Quality Forum.**

Facilitated a public input meeting for an EPA regional office, on the development of standards to be incorporated into regulations on emissions trading. The input gained from the public meetings enhanced the understanding of agency personnel who were authorized to draft the Federal rules.

***Energy***

**American Energy Assurance Council Policy Dialogue on a Comprehensive Energy Plan for the U.S.** Facilitated the “Coal Working Group” of a meeting of 140 national leaders in the energy, environmental, and governmental sectors, to discuss the feasibility of developing an integrated national energy policy. Moore facilitated and helped participants reach agreement on one of the integrated plans submitted to the Department of Energy.

***Growth Management***

**El Dorado County – Growth Management Initiative.** Conducted a situation assessment, consulted with the Board of Supervisors and Planning Department staff, and proposed a series of strategies to address a number of highly contentious growth management issues in this rapidly growing community in a Northern California county. Key issues included conflicts over transportation, water, protection of endangered species, targeted areas for development, development of a master plan, and procedures for making policy decisions. Facilitated a Board of Supervisors Retreat where elected officials developed successful strategies to address growth management issues.

**State of California Growth Management Plan.** Helped the California Senate and Assembly to convene and conduct a process involving stakeholders from the private, public and public interest group sectors to negotiate elements of a state growth management plan. Dr. Moore co-facilitated the process that developed a series of recommendations that were incorporated into legislation.

**State Growth Management Plan, Office of State Planning - New Jersey.** Consulted with the New Jersey Office of State Planning and representatives of 21 counties in the State of New Jersey, to design and implement a “cross-acceptance” process for the negotiation of a state environmental protection and economic development plan. Dr. Moore assisted in process design and trained participants in principles and procedures for public involvement, cooperative negotiations and meeting facilitation. The intervention has been very successful and has resulted in the development of a significant consensus in the state on growth management policies.

## ***Policy Dialogues and Regulatory Negotiations***

### **U.S. Environmental Protection Agency, Common Sense Initiative, Washington, DC.**

Designed and facilitated this national federal initiative of government, industry, and public interest groups to develop innovative procedures for the electronics industry that were cleaner, cheaper, and smarter and meet or better current regulatory standards. Issues being discussed included: regulatory reform; life-cycle product management; pollution prevention; innovative permitting, reporting and record keeping procedures; environmental technologies; and community/labor involvement in environmental management.

### **U.S. Environmental Protection Agency, Office of Toxic Substances, Carpet Policy Dialogue and Indoor Air Quality.**

Facilitated an eighteen-month public policy dialogue to identify means to test, characterize, and reduce the emissions of volatile organic compounds from carpets and carpet-related products. The dialogue group included representatives from industry (carpet manufacturing, fibers, adhesives, latex, carpet cushion, carpet installation), government representatives, and consumer groups. The mandate of the consensus dialogue process was to develop a public policy regarding voluntary action by the industry to measure and reduce VOC emissions. Dr. Moore identified key participants, and provided process design, facilitation services, and guidance on the meaningful presentation and use of data to help the group reach a consensus agreement on testing protocol, testing design, an ongoing testing program for the industries involved, and on process engineering recommendations for the reduction of total volatile organic compounds.

### **U.S. Environmental Protection Agency, Spill Prevention Control and Counter-Measures Situation Assessment.**

Assessed the feasibility of conducting a regulatory negotiation on a revision of oil spill prevention, control, and counter measure regulations and also interviewed all key stakeholders, prepared an assessment report, and assisted the agency to develop its public involvement process.

### **Aggregate Resources Mining Roundtable, Jefferson County, Colorado.**

Facilitated a year-long process to develop new mining policies for this rapidly growing county adjacent to Denver, Colorado. The consensus-based plan, which was unanimously approved by the County Commissioners, met needs for economic development, environmental protection and quality of life of local citizens.

### **Jefferson County Growth Management Plan, Colorado.**

Facilitated an award winning public stakeholder process to develop a growth management plan for a rapidly growing sector of this metro-Denver county.

## ***Species and Habitat Protection***

### **Alaska Wolf Summit, Alaska Governor's Office and Alaska Department of Fish and Game, Wildlife Conservation Division.**

Designed the process for and facilitated a three-day Summit on wildlife management practices convened by the Governor of Alaska. 135 negotiators, representing the Alaska Board of Game, the Hunters' Association, Native

Alaskans, environmental groups, wildlife conservation organizations, and animal rights activists were involved in the initiative, and the Summit was attended by 1,400 people who observed the process and participated in the public meetings. Dr. Moore assisted in the process design, designed the public meeting format, facilitated all plenary sessions, and trained staff from the Alaska Ombudsman's and Division of Wildlife Conservation offices as small group facilitators and recorders. The final report to the Governor and the Alaska Board of Game contained both procedural and substantive proposals for consideration.

## ***Transportation***

**Stapleton Airport Public Involvement Meetings, City of Denver, Colorado.** Facilitated a series of large public meetings (100-300 people) in Denver and surrounding communities with the goal of building a broad-based consensus on the location of a new airport facility. The meetings enabled the City to identify the problems that needed to be addressed in order to achieve this widespread public support.

**New Jersey Department of Transportation and Washington Township.** Co-facilitated a two-day meeting between state officials and local government (elected officials and staff) to build consensus, arrive at general principles and formalize agreements on how a town center could be integrated into the State Department of Transportation's Master Plan. The meeting was designed to be a model for future planning activities and negotiations between the state and townships.

## ***INTERNATIONAL WATER AND ENVIRONMENTAL ISSUES***

**Okavango River Basin Commission (OKACOM) the U.S. Bureau of Reclamation, US State Department, and USAID – Angola, Botswana and Namibia.** CDR Partners Christopher Moore and Mary Margaret Golten conducted a situation assessment of parties, issues, and interests related to the management of the Okavango River, the third largest river in southern Africa, which flows between the three countries. Subsequently, CDR designed and facilitated two international workshops and training program for commissioners from each of the countries and their technical staffs, to develop procedures and protocols for working on effective, integrated river basin management. The CDR Partners also consulted on the design of an international conflict resolution system. Subsequently, Golten facilitated and Interministerial meeting between Ministers of all three countries.

**Palestinian Occupied Territories - United Nations Environmental Programme and Officials of the Palestinian Environmental Authority – Amman, Jordan.** Presented a training seminar and coaching session for officials from the Palestinian Environmental Authority working on waste water, solid waste, hazardous waste and other environmental issues to prepare them for bi-lateral negotiations with the Government of Israel. The workshop involved 10 officials, and observers from the Government of Jordan and the UN Environmental Programme.

**United Nations Development Program (UNDP) and the United Nations Institute for Training and Research (UNITAR) – Jerusalem.** Consulted, designed, and conducted a training seminar for The United Nations Development Program's (UNDP) Programme of Assistance to the Palestinian People (PAPP) and the United Nations Institute for Training and Research (UNITAR). The five-day seminar on *Environmental Negotiations and Dispute Resolution* was presented for Palestinian negotiators from the Palestinian Negotiation Teams for Water and the Environment, who were participating in the Middle East Peace talks.

**All-Asia Environmental Public Interest Law Conference, Nuwara Eliya, Sri Lanka—Environmental Conflict Management Seminar.** Presented with the Mediation Boards of Sri Lanka a seminar on “An Introduction to Mediation and its Application to Environmental Disputes”. This conference, hosted by the Environmental Law Foundation, a leading Sri Lankan non-governmental organization (NGO), was attended by environmental lawyers and advocates from across Asia (Sri Lanka, India, Pakistan, Afghanistan, Thailand, Indonesia, Korea, Nepal, Taiwan, Philippines, and Japan). There were also attendees from Colombia, Australia, U.S., U.K. and the West Bank (Palestine).

## **IN-COUNTRY INTERNATIONAL WATER AND ENVIRONMENTAL ISSUES**

### **Argentina**

**Asociación de Mediación de Argentina.** Conducted a seminar on Public Policy and Environmental Mediation for thirty-five Argentine lawyers who were exploring the applicability of these approaches and techniques to resolve natural resource problems in Argentina.

**Fundo Mundial de Mediación.** Made a series of presentations for this international association, including a keynote speech on “Lessons Learned in Resolving International Ethnic Disputes, and “Convening Processes for Designing and Implementing Collaborative Dispute Resolution in Natural Resource and Environmental Disputes”.

### **Australia**

**Northern Victoria Dispute Settlement Centre – (Bendigo), Victoria, Australia – Natural Resource Conflict Management Seminar.** Co-conducted a two-day seminar on Environmental Conflict Management for administrators and leaders from state governmental agencies and environmental public interest groups. The seminar explored the use of negotiation, mediation and other conflict management procedures to resolve issues over forest management and timber harvest, salinity, the siting of highways, and sand mining.

**Environmental Defenders Office (Sydney) New South Wales, Australia – Environmental Conflict Management Seminar.** Co-conducted a day-long seminar for leaders from public interest groups, industry, and federal and state natural resource/land use and environmental agencies on the use of conflict management to resolve environmental disputes. Participants

came from New South Wales, Australian Capital Territory, Victoria, Western Australia and New Zealand.

## ***Canada***

**LEAD (Leadership for Environment and Development) International.** Conducted training programs on negotiation and mediation of environmental disputes for 55 environmental (both public and private sector) leaders who were participating in an international program to develop environmental leaders from the private, governmental and non-governmental sectors, funded by the Rockefeller Foundation.

**Canadian National Roundtables.** Conducted a seminar for staff of this national agency on the process of conducting situation assessments, convening and facilitating national dialogue, deliberation and consensus building processes to develop decisions or recommendations on national policy issues related to the environment.

## ***Egypt***

**Egyptian Ministry of Housing, New Communities and Public Utilities, and the U.S. Agency for International Development, Cairo, Egypt.** Dr. Moore served as co-lead on a situation assessment and convening process for the FORWARD Project (Fostering Resolution of Water Resources Disputes), that is assisting the Government of Egypt to develop a collaborative process to reform the national water and wastewater sector, and create new implementable consensus-based policies. The proposed process involved participation from ministries, governorates, and local utilities.

## ***Germany***

**Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, Pilot Program on Institutional Development in Environment (PVI) Project.** Worked with this German technical assistance and development agency to implement a series of dispute resolution initiatives and training projects to address contentious development issues. CDR Partners have conducted a series of lectures, five-day seminars and skill-building sessions in Bonn, Germany and Harare, Zimbabwe, for GTZ's international project managers from Africa, Asia, and Latin America. The seminars have focused on applications of dispute resolution procedures to address environmental issues related to air quality, habitat protection, management of parks and game reserves, and water issues.

## ***Indonesia***

**Indonesian Ministry for the Environment and Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GMBH.** Consulted with the Indonesian Ministry for Environment's over a period of four years to design and build capacities for a mediation system to resolve environmental disputes. CDR Associates and its Indonesian partner, the Indonesian Center for Environmental Law (ICEL), conducted a series of consultations and

Executive Seminars on Appropriate Dispute Resolution (ADR) for senior governmental, non-governmental organizations, and business leaders. In addition to these programs, CDR and ICEL also conducted two 40-hour Environmental Mediation Process seminars at national and provincial levels, and a Training-for-Trainers Seminar. Approximately 180 people were trained in the executive and skill-based programs. Follow-up has resulted in the establishment of a national environmental dispute resolution system.

### ***Jordan***

**Jordan Valley Authority (JVA), the FORWARD Project, and U.S. Agency for International Development.** Assisted the FORWARD Project and the JVA to develop an agency participation process for the design and implementation of a new financial accounting system to better capture costs and utilize water resources.

### ***Lebanon***

**The Council for Development and Reconstruction (CDR) and U.S. Agency for International Development, Fostering Resolution of Water Resources Disputes (FORWARD) Project.** Consulted with the Lebanese government agency that oversees all plans for infrastructure development and USAID, and conducted a situation assessment to develop procedures to resolve three water disputes in the Bekaa Valley. The conflicts involved strategies for raising the water level of a lake, re-opening a water conveyance system between two communities, and cost allocations for the construction of a water treatment plant to improve water quality for downstream users.

### ***The Netherlands***

**Rijkswaterstaat Ministry of Public Works, The Netherlands Natural Resource Conflict Management and Facilitated Problem Solving.** Co-designed and conducted a two-day seminar for this agency which is the national department of public works. This program was part of a larger effort by the Dutch government to initiate public involvement programs as part of their new environmental protection program.

### ***Pakistan***

**LEAD (Leadership for Environment and Development) International.** Conducted training programs on negotiation and mediation of environmental disputes for 150 environmental (both public and private sector) leaders from 15 third-world countries who were participating in an international program to develop environmental leaders from the private, governmental and non-governmental sectors, funded by the Rockefeller Foundation.

### ***Poland***

**Ministry of Environment of the Republic of Poland, Environmental Conflict Management Seminars.** Co-conducted a five-day seminar on Environmental Conflict Management for the

Ministry of the Environment of the Republic of Poland, local government officials and public interest groups. Part of the training program focused on managing water resource conflicts.

## ***Russia***

**The City of St. Petersburg and the World Bank.** St. Petersburg, Russia, is an international treasure with historic buildings, sites and other relics of Russian history. It is also at the forefront of Russian Economic development. In preparation for making a loan to promote historic preservation and economic development, the World Bank secured CDR's services to design and conduct a citywide public involvement process to obtain input from the private sector, governmental agencies and members of the public on proposed pilot projects and other areas to target. Dr. Moore designed, briefed/trained Russian facilitators and facilitated a series of large group public meetings. Results from the meetings were used by the City, the World Bank and other lenders and donors to put together an investment package.

**Environmental Conflict Management Workshop for Government Officials and Non-Governmental Environmental Groups.** Designed and presented an introductory program on Environmental Conflict Management to introduce Russian leaders to principles and procedures for collaborative problem solving. The program was sponsored by Partners for Democratic Change.

## ***South Africa***

**University of Cape Town, Environmental Evaluation Unit, Environmental and Natural Resource Conflict Management Seminar.** Conducted the first seminar on this topic to presented in South Africa. The program was attended by government officials, university faculty and environmental public interest group representatives. Procedures and skills presented in this seminar were subsequently used to resolve several major environmental issues in the country including the first multiple use agreement for a national park.

**Natal Parks Board, Natal Town and Regional Planning Commission, and the Environmental Evaluation Unit of the University of Capetown, Midmar—Natal Province, South Africa.** Co-conducted an introductory Environmental Dispute Resolution Seminar for the Natal Parks Board and staff, and the Board and staff of the Natal Town and Regional Planning Commission. The goal of the seminar was to introduce democratic public participation procedures to both agencies.

**Sri Lanka - Sri Lankan Environmental and Development Agencies, Concerned Industries and Associations, and Non-Governmental Organizations – Environmental Mediation Seminar – Colombo, Sri Lanka.** Co-conducted a one-day seminar that introduced the basic principles and practices of environmental mediation. It was attended by thirty representatives of all key parties in Sri Lanka and involved lectures, simulations and a demonstration in which the Mediation Boards trainers participated.

**Switzerland - International Academy for the Environment, Geneva, Switzerland and Antalya, Turkey.** Consulted, designed training programs and conducted a seminar for the International Academy for the Environment, a Swiss-based foundation, in conjunction with the World Bank and GTZ, to build capacity in environmental negotiations, public involvement and dispute resolution in Turkey. The project involved training staff from Ministries of the Environment, other government entities, and environmental NGO's in conflict management procedures and skills, and exploring means to institutionalize the use and provision of dispute resolution services in targeted countries.

## ***SELECTED EXAMPLES OF DESIGNING DISPUTE RESOLUTION SYSTEMS AND CONSULTATIONS***

### ***U.S. Systems***

**State of Nebraska, The Governor's Water Policy Task Force.** (See description above under Inter-jurisdictional Compacts and Agreements.) Outcomes of the Task Force's work included proposals, recommendations, draft legislation and a dispute resolution process for the resolution of future water conflicts. Recommendations were submitted to the State Legislature in January of 2004, and were passed with funding on April 15th of 2004.

**Settlement Negotiations in Kansas v. Nebraska and Colorado, No. 126 Original (Republican River Compact Negotiations) - (States of Colorado, Kansas and Nebraska and the U.S.)** As part of a mediation process under the jurisdiction of the U.S. Supreme Court, CDR Associates assisted the states that are members of the Republican River Compact to design two dispute resolution systems. The first system will address water allocation disputes between the states, and the second is designed to resolve conflicts over Republican River basin modeling.

**U.S. Bureau of Reclamation.** Consulted on the design of this natural resource management agency's Conflict Management Service, an organization-wide collaborative problem solving and conflict management system that provides assistance in the resolution of public, natural resource, organizational, labor-management and personnel disputes. The Service has 16 Alternative Dispute Resolution Advisors who have received over 300 hours of training from CDR. These ADR Advisors and external contractors have intervened in a number of water disputes, inter-agency partnering efforts, and conducted hundreds of hours of capacity building conflict management training for agency personnel and cooperating organizations. The Service has been in operation for three years.

**Department of Agriculture—Kansas.** Cooperated in program design and training for a statewide mediation service to resolve conflicts between lenders (federal lending agencies, banks and other agencies) and borrowers. The process allowed parties to restructure farm loans or develop a transition process for ending farming operations.

**State of New Jersey - Department of Environmental Protection, Environmental Conflict Management Initiatives.** Assisted the DER to develop new environmental conflict

management systems to address a range of natural resource, inter-departmental, and personnel issues. Consulted with an internal management committee on dispute systems design, developed customized training materials and programs to prepare staff to negotiate and facilitate interest-based compliance negotiations, regulatory negotiations, and policy dialogues; and provided coaching and co-mediation assistance to build staff capacity to constructively resolve agency problems. Also trained an in-house mediator who successfully handled and resolved multiple multiparty conflicts.

**State of Pennsylvania - Department of Environmental Resources, Environmental Conflict Management Initiatives—Pennsylvania.** Assisted the DER to develop new environmental conflict management systems to address a range of natural resource, inter-departmental, and personnel issues. Consulted with an internal management committee on dispute systems design, developed customized training materials and programs to prepare staff to negotiate and facilitate interest-based compliance negotiations, regulatory negotiations, and policy dialogues; and provided coaching and co-mediation assistance to build staff capacity to constructively resolve agency problems.

**University of North Dakota.** Assisted in the design of a dispute resolution service affiliated with the President's Office, mandated to resolve faculty, staff, student and public disputes. CDR trained twenty mediators who provide intermediary services.

**Boulder Mediation Service – Colorado.** Assisted in the design and implementation of a city-wide mediation system. The program was designed to resolve disputes between the city and citizens, between citizen groups and to address internal organizational disputes within the city. A number of the conflicts involve land use or access issues.

### ***International Systems***

**Tri-National Produce Industries Corporation.** Consulted and facilitated for the perishable produce industries of Canada, Mexico and the United States, which are participants in the North American Free Trade Agreement (NAFTA), to design the first tri-national corporate dispute resolution system to resolve trade disputes under this international law. CDR Associates worked with an international design committee to develop a new dispute resolution system that is easily accessible, works inter-culturally, provides rapid resolution of differences, and promotes voluntary agreements to the greatest extent possible. Mediation assistance will be a major component of the new system.

### ***In-Country International Systems***

#### ***Canada***

**Agriculture Canada.** Cooperated in the design and training for a nationwide mediation system and service provided by this Federal agency, to resolve conflicts between lenders (banks and other agencies) and borrowers. Mediation panels are now established and are resolving disputes in every Canadian province.

### *Indonesia*

**Republic of Indonesia, Ministry for the Environment.** Consulted with the Ministry on the development of a new dispute resolution system to resolve water pollution and other environmental conflicts. The new system is utilizing mediation as a dispute resolution mechanism.

### *The Philippines*

**Barangay Justice System.** Assisted in the design and delivery of intermediary training for trainers who are instructing individuals serving as impartial on 40,000 municipal panels of mediators and arbitrators throughout the country.

### *South Africa*

**South Africa, African Center for the Constructive Resolution of Disputes (ACCORD)—South Africa.** Consulted in the design and training of this independent mediation service that provides intermediary assistance in organizational, employment, inter-ethnic and public disputes.

### *Sri Lanka*

**Democratic Socialist Republic of Sri Lanka, Ministry of Justice—Sri Lanka.** Assisted the Ministry to design and implement a nation-wide civil dispute resolution system. Currently there are over 240 Boards mediating disputes. Common issues involve land, water, public assess, and inheritance.

## **PUBLICATIONS**

Dr. Moore is a nationally recognized author in the fields of negotiation, facilitated problem solving and mediation. *The Mediation Process: Practical Strategies for Resolving Conflict* (San Francisco, CA: Jossey-Bass) was published in 1986. This book is the standard text on mediation for most professional and graduate schools in North America and has been translated into Spanish, Portuguese, and Thai. The third edition was released in April, 2003.

In addition Moore wrote *Natural Resource Conflict Management* (ROMCOE, 1982) which became the standard training manual on dispute resolution for the U.S. Geological Survey, Minerals Management Service, Bureau of Land Management, and U.S. Forest Service, and which provided the structure and content for the first edition of the Army Corps of Engineers training manual *Negotiation, Bargaining, and Conflict Management*.

In addition to the above books, Moore served as an editor for a special edition of the *Mediation Quarterly* (June 1987), which focused on specific procedures for the phases of negotiated problem solving.

Moore's books and articles span the field of collaborative problem solving and conflict management. He has written extensively on natural resource conflict management, ethno-political conflict resolution, collaborative decision-making and dispute systems design. Some of his works include:

**Public Disputes, Natural Resource and the Environmental Conflict Management –**

“Designing Dispute Resolution Systems and Building Local Capacities for Settling Land and Property Disputes in Post-Conflict and Post-Crisis Societies”, co-author, forthcoming 2006; “Strategies for the Successful Resolution of Domestic and International Transboundary Water Conflicts”, Paper presented at the American Bar Association Section of Dispute Resolution, Seventh Annual Spring Conference, April 14-16<sup>th</sup>, 2005; “Negotiating Coordination of Surface and Groundwater Use and Management: The Governor’s Water Policy Task Force, State of Nebraska” co-author, Paper presented at and published in the proceedings of the Second International Symposium of the Transboundary Water Management Conference, Tucson, Arizona, November 16-19, 2004; “The Practice of Cooperative Environmental Conflict Resolution in Developing Countries”, in *Environmental Conflict Resolution*, Christopher Napier (ed), London, U.K: Cameron May, 1998; “Mediating environmental enforcement and compliance issues”, in *Lessons Learned in Environmental Mediation: Practical Experiences in North and South*, G. Martin and W. Hammacher (eds), Geneva, Switzerland: International Academy of the Environment, 1997; "Developing Appropriate Environmental Conflict Management Procedures in Indonesia," (co-author) *Cultural Survival Quarterly*, Fall 1995; and “Utilizing Negotiations to Resolve Complex Environmental Disputes”, in *Managing Water-Related Conflicts: The engineer’s role*, W. Viessman and E. Smerdon (eds), New York, NY: American Society of Civil Engineers, 1989.

**Collaborative Decision Making and Dispute Systems Design in Organizations -** “State of the Art in Dispute Resolution: Overcoming Past History to Negotiate New Relationships”, Kingston, Ontario: Queens University, Industrial Relations Centre, 2001; “Collaborative Problem Solving Within Organizations”, (co-author), *The Consensus Building Handbook* Susskind, McKearnan and Thomas-Larner, (eds) , Sage Publications, Thousand Oaks, 1999; and *Dispute Systems Design* (CDR Associates, 1994).

**Intercultural Conflict Management -** “Training Negotiators to Work Effectively Across Cultures”, Washington, D.C.: U.S. Institute of Peace, 2001; “Mapping Cultures: Strategies for effective intercultural negotiations.” (co-author) *Track Two*, July 1999, Volume 8, number 1. Cape Town, South Africa; “Developing Democratic Decision-Making and Dispute Resolution Procedures Abroad” (co-author), in *Mediation Quarterly*, Vol. 10, No. 3, Spring 1993; and "Have Process Will Travel: Reflections on Democratic Decision Making and Conflict Management Practice Abroad," in *Forum* (National Institute for Dispute Resolution), Winter 1993.

**Ethno-Political and Religious Conflict Management -** *Developing and Sustaining Conflict Management Systems as Instruments of Governance*, (co-author), Boulder, Colorado: CDR Associates and the United Nations, 2001; “Developing a Village-Level System for Resolving

Religious Conflict: the Wayame Experience in Ambon, Indonesia”, Boulder, Colorado: CDR Associates, 2001; *Reaching for Peace: Lessons learned from Mott Foundation’s conflict resolution grantmaking 1989-1998*, (co-author), Flint, Michigan: the Charles Stewart Mott Foundation, 1999; “Implementing peace accords on the ground”, *Track II*, Vol. 2, No. 2, 1993; and “Dispute Systems Design: A pragmatic approach for the development of procedures and structures to manage ethnic and political conflicts”, *Pacifica Review*, Vol. 6, No. 2, May 1993.

**Community Conflict Management** - *Resource Manual for a Living Revolution* (Philadelphia, PA: 1976).